



Community Sheltering Strategy

Partnering to
create solutions.

Presentation Agenda

- Review context and process
- Go through goals
 - Units
 - Services
- Hear from partners throughout
 - Steering Committee
 - Workgroup/Service providers
- Link to next steps

Co-presenters

- Brandi Tuck, Path Home
- Amy Thompson, NARA Northwest
- Jessica Harper, City of Gresham
- Portland Commissioner Dan Ryan
- County Commissioner Julia Brim-Edwards
- Portland Commissioner Carmen Rubio
- County Commissioner Lori Stegmann

Context and History

- Implementing [Report Recommendations](#)
- Community-Wide Sheltering Strategy:
Development and Execution
 - Focus on community-wide implementation and involvement
 - Focus on shelter capacity *and* pathways to housing.



Tie-in With Community Goals

Intergovernmental
Agreement (IGA)

Homelessness Response
Action Plan (HRAP)

Supportive Housing Services Local
Implementation Plan (SHS LIP)

LGBTQAI2S+ Housing Collaborative
Policy Paper

- **IGA and HRAP developing simultaneously**
 - Identify by-name list of people experiencing unsheltered homelessness in January 2024
 - Identify number equivalent to 50% of this baseline
 - Serve, either with shelter or housing, the number of people equivalent to that 50% number.
 - Overarching: Develop capacity to match services to need.



The Goal

To serve, with shelter or housing, **2,699** people by December 31, 2025

New, by-name list of people experiencing homelessness



Unsheltered	5,398
50%	2,699



Working With Partners

Workgroup &
Steering Committee

October 2023 -
February 2024

Workgroup - meeting weekly

- JOHS Program and Evaluation staff
- City of Portland and City of Gresham
- Four service providers
 - Transition Projects, All Good NW, Path Home, NARA NW (inreach)

Steering Committee - meeting biweekly

- City Commissioners Rubio and Ryan
- County Commissioners Stegmann and Brim-Edwards



Systems of Care

Adult

Families

Youth

**Survivors of Domestic
and Sexual Violence (DSV)**

Creating the Strategy



Develop and use system goals for the IGA and link to shelter strategies



Organize strategies by system
(Adults, Families, Youth, Survivors)



Review data on existing capacity, models, services; discuss needs with system experts (including Lived Experience Advisory Committee)



Create shelter capacity goals and the services that lead to housing exits

Shelter as Part of Service Ecosystem

Introduction

Julia Brim-Edwards
Multnomah County
Commissioner



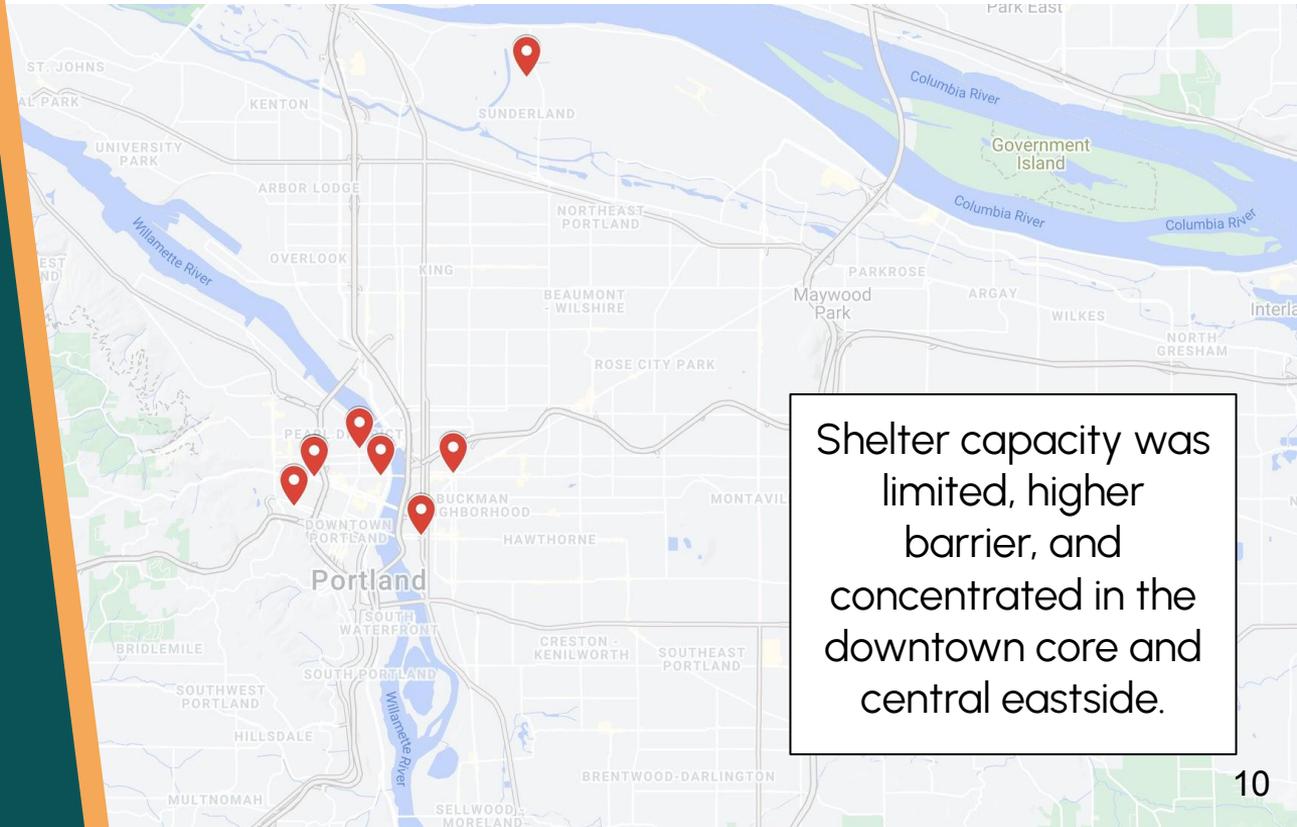


Shelter

A historic visualization of Multnomah County's shelter system in 2015.

Shelter System in 2015

BEFORE the state of emergency and the creation of JOHS.



Shelter capacity was limited, higher barrier, and concentrated in the downtown core and central eastside.



Shelter

A historic visualization of Multnomah County's shelter system over the past six years.

Shelter System in 2021

Transformed to lower barriers — open 24 hours, beds by reservation, adding villages, and welcoming partners, pets and possessions. COVID-19 meant spreading beds into new spaces, such as motels, to keep capacity.

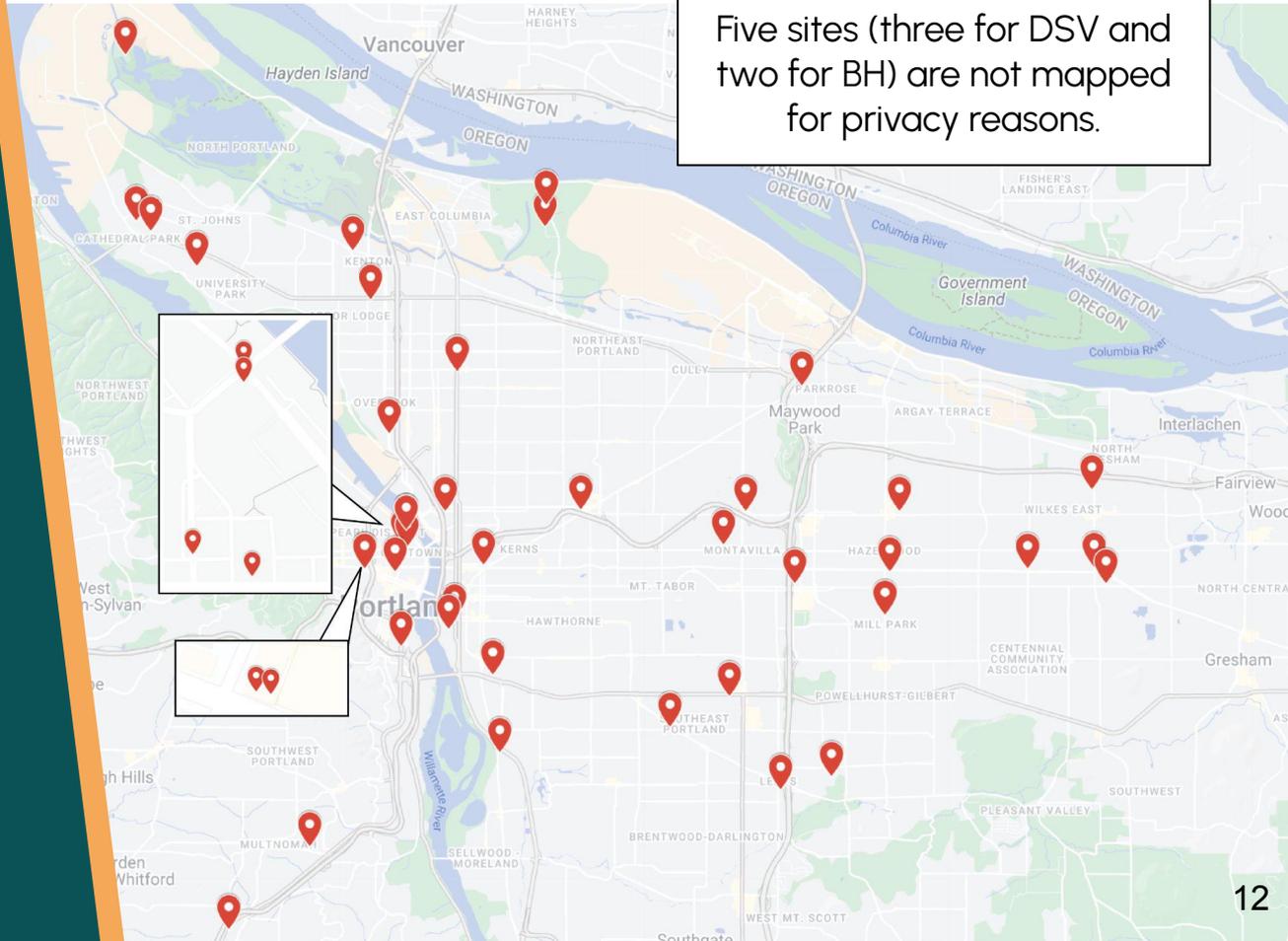




Shelter

A historic visualization of Multnomah County's shelter system over the past nine years.

Shelter System in 2024



Shelter Units Over Time - Table View

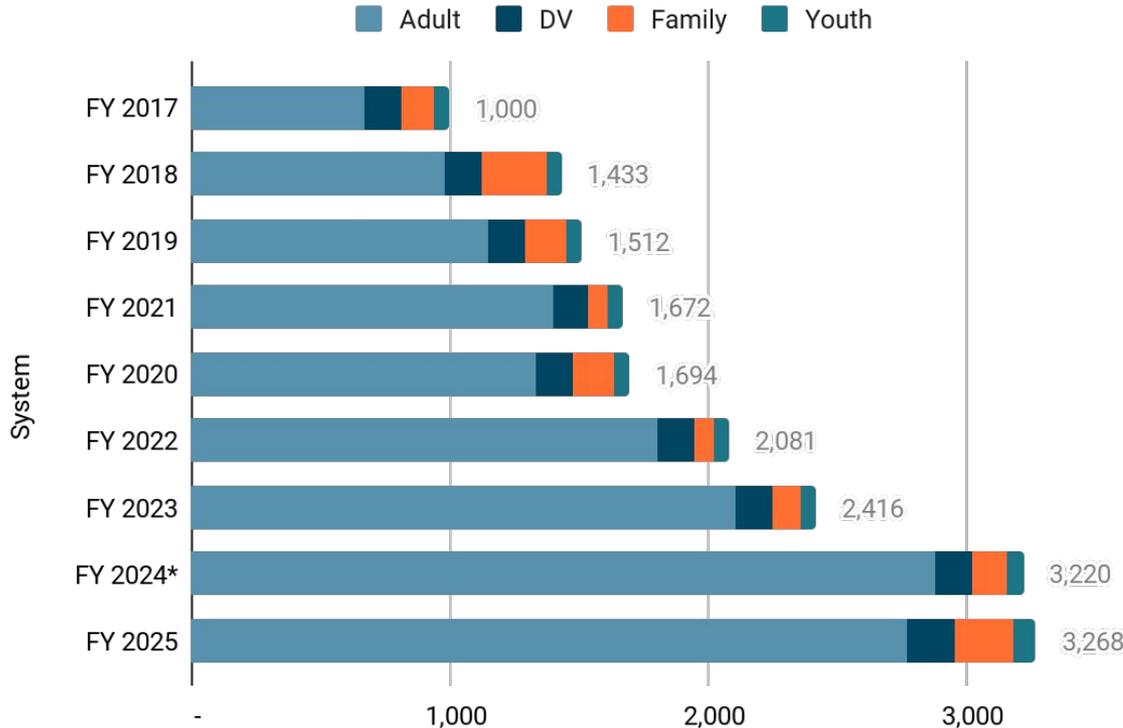
Budgeted beds from FY 2017 - FY 2025 (revised budget)

	2017	2018	2019	2020	2021	2022	2023	2024	2025*
Adult	675	983	1153	1335	1399	1808	2108	2882	2770
Family	125	250	159	159	73	73	108	138	228
DSV	140	140	140	140	140	140	140	140	185
Youth	60	60	60	60	60	60	60	60	85
Total	1000	1433	1512	1694	1672	2081	2416	3220	3268

*Excludes 180 shelter beds funded by another funder

Shelter Units Over Time - Chart View

Budgeted beds from FY 2016 - FY 2025 (revised budget)



***Includes 180 budgeted SRV units that were not funded through the County (in the process of updating the Alternative Shelter IGA with the City)**

Shelter Units : Current and Goals

	Current Capacity (budgeted, open)	Planned (Budgeted, not open)	NEW (by 12/31/2025)
Adult	2354	555	250*
Family	138	0	150
DSV	140	0	80
Youth	60	0	25*
Total	2692	555	505
Cumulative Total	2,692	3,247	3,752

*Indicates some beds designated as culturally specific

** total includes some city-run shelters not in JOHS budget; does not include private shelters

Shelter Units : Adult System Detail

Model	Current Capacity (Budgeted, open)	Planned (Budgeted, not open)	NEW (by 12/31/2025)	Total
Congregate	1318	88	75	1481
Motel	441	0	140	581
Alternative	129	107	35	271
SRV/Tass	466	360	0	826
Total			250	3159

Model types are **estimates**; actual model configuration will depend on many factors. Workgroup and Steering Committee both stress flexibility to change model recommendation

Shelter Units : Anticipated People Served

	Planned (Budgeted, not open)	NEW (by December 31, 2025)	Anticipated People/HH Served annually
Adult	555	250	1,300 (Ind)
Family	0	150	300 (HH)
DSV	0	80	175 (HH)
Youth	0	25	75 (Ind)
Total New People Served			1,850

Numbers are annual; goal is for two years
 Sheltering is only one aspect of meeting the 2,699 goal



Overarching Sheltering Goals

Ensure that all services are culturally-responsive, trauma-informed, and accessible

Culturally Specific Needs

- LBGQTQIA2S+ shelter for adults
- Culturally specific shelter for youth

Integrate shelter into larger system of care through improved communication and coordination with healthcare, housing, benefits, and other systems.

Shelter as a Pathway to Housing

Introduction

Dan Ryan
Portland City
Commissioner



Goals : Exits to Permanent/Stable Housing

	Current	Goal
Adult	26%	41% (15% increase)
Family	56%	71% (15% increase)
DSV	56%	61% (5% increase)
Youth	60%	70% (10% increase)





Other Shelter Goals

Exits to Permanent Housing

Staffing and Case Management

Permanent Supporting Housing (PSH)

Rapid Rehousing (RRH)

Behavioral Health Supports

Staffing and Case Management

Introduction

Lori Stegmann
Multnomah County
Commissioner



Recommendations: Staffing Ratios

Workgroup Recommendations		
	Operations	Case Management
Adult	1:25	1:20
Family	1:25	1:20
DSV*	1:20	1:15
Youth*	1:10	1:20

*No single-staffed sites

Better staffing ratios lead to:

- Increased safety and comfort, including for marginalized groups
- Better case management; better ability to support pathways to housing

Permanent Supportive Housing

Introduction

Carmen Rubio
Portland City
Commissioner





Recommendations: PSH

**Increase capacity to match services to need;
Ensure PSH is a sustainable resource for the community**



Increase in units for Adult, Family and DSV systems



Increase in per-household services cap

Rapid Rehousing

Introduction

Brandi Tuck

Executive Director

Path Home





Rapid Rehousing Increases

	Workgroup Recommendations
Adult	All sites have RRH funding
Family	Increase amounts and timelines
DSV	Increase of 115 units; increase timeline to 2 - 5 years
Youth	Increase of 100 units

Behavioral Health Services

Introduction

Amy Thompson
Supportive Services Director
NARA NW



Recommendations: Behavioral Health



All sites have access to onsite
Behavioral Health Supports*

*Note: Looks different per system



Implementation

- Ambitious goals; assess if can turn recommendations into reality
 - Estimate costs; review budgets and revenues
 - Discuss phasing with workgroup
 - Develop two-phase plan





Implementation Phases

Implementation will take place over the course of two years in two phases.

Phase 1 (Year 1) - Infrastructure First

- 250 shelter units
- Rebase to support staffing ratios
- Permanent Supportive Housing
 - Units
 - Service cap increase
 - Some Rapid Rehousing

Phase 2 (Year 2) - Stabilization and Additional Resources

- 250 units
- RRH and Behavioral Health

JOHS FY 25 Budget Asks

- Permanent Supportive Housing
 - Increase in units
 - Services cap increase
- 250 shelter units
- Contract rebasing for legacy contracts
- Rapid Rehousing out of shelter



JOHS FY 25 Budget: 250 Shelter Units

Phase 1: focus on smaller systems serving high proportion of people of color; prioritize culturally specific shelter capacity

- 90 additional units in the adult system; including culturally specific shelter for LGBTQIA2S+ adults
- 45 additional units in the DSV system
- A 25-unit culturally specific shelter for immigrant youth
- 90 additional units of shelter in the family shelter system
- **FY 25 Cost: \$9.3M**



JOHS FY 25 Budget: PSH

- Funding approximately 3,054 PSH units with SHS and federal funding
 - 401 new units
 - Total new units since SHS: 1,910 (85% of LIP goal)
- **Increase per household services cap to \$15k base; \$17k premium, for up to 2,653 households**
- **FY 25 Cost: \$18.5M**



JOHS FY 25 Budget: Contract Rebase

- Rebasing the funding amounts for legacy shelter contracts for providers with insufficiently low current funding averages that cannot support the recommended staffing levels. Includes providers in the following systems:
- **FY 25 Cost: \$10.5M**



JOHS FY 25 Budget: Rapid Rehousing

- Rapid Rehousing more emphasized in Phase 2, but some included here
- Rapid rehousing crucial to family, youth, and DSV systems
- **FY 25 adds \$5.6M in Rapid Rehousing linked to the Community Sheltering Strategy**



Conclusion: Community Partners

Jessica Harper

Director of Livability Services
City of Gresham

Lori Stegmann

Multnomah County
Commissioner





Conclusion

- Community Partnership and building towards common goals
- Strategically adding shelter that will serve as pathway to housing

Whole Community Effort

- Integrate shelter into the larger system of care through improved communication and coordination with healthcare, housing, benefits, and other systems.
 - See full materials for list of elements, and specifics per population system

